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CLANDESTINE OPERATIONS ORIENTATION FOR DDS&T

6-10 December 1976

IA13, Headquarters

Description and Objectives

This orientation is intended to acquaint officers, primarily from the DDS&T, with the basic concepts and techniques of clandestine information collection. The orientation covers the organization and scope of the DDO, its capabilities for S&T collection, and the functions and activities of various DDO divisions and components. Attention is given to S&T requirements, the organization and activities of a typical field station, basic tradecraft principles, the role of counterintelligence in operations, and the problems involved in the use of human assets as intelligence collectors. The main operational emphasis is on Soviet and Chinese targets from the S&T point of view. Lectures, case histories, films, and panel discussions are used as teaching techniques.

Trainees taking this orientation are expected to: 1) have a better understanding of the DDO mission and organization, 2) understand the various means and techniques which are used to collect S&T information, 3) recognize the capabilities, problems, and limitations in the use of human assets in S&T collection, and 4) come away with a better understanding of how the DDO interacts with the DDS&T.

Orientation Coordinator:



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Critique: Clandestine Operations Orientation for DDS&T

This five-day orientation was prepared to accomplish the following objectives: 1) to have a better understanding of the DDO mission and organization, 2) to understand the various means and techniques which are used to collect S&T information, 3) to recognize the capabilities, problems, and limitations in the use of human assets in S&T collection, and 4) to come away with a better understanding of how the DDO interacts with the DDS&T.

1. To what degree do you feel that these four objectives were met?

They were met to my needs. I intend to recommend this course to my supervisor in IAS - IT would be especially helpful to our DDO Branch, which supports DDO operations.

2. Do you feel that the five-day coverage was adequate for your needs? *YES. THERE WERE SEVERAL SPEAKERS WHO WERE NOT ABLE TO FINISH THEIR PRESENTATION BECAUSE OF THE QUESTIONS - THESE VERY OFTEN WERE OUR MOST INTERESTING SPEAKERS. THIS COURSE WAS WELL RUN, AND PRESENTED IN A MANNER TO LEAD THE UNINFORMED DDS&T THROUGH AN OVERVIEW OF DDO.*

3. Were there any subjects which you feel were not pertinent? - *ALL SUBJECTS WERE PERTINENT, I WISH THE [REDACTED] SESSION HAD NOT BEEN CANCELED.*

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4. Do you have any specific suggestions for improving the orientation?

THE ORGANIZATIONAL BREAKDOWN OF AN OPERATING DIVISION MIGHT HAVE ADDED TO THE ORIENTATION - WE WERE EXPOSED TO THE STAFF STRUCTURES, AND THE FIELD STATION - BUT NEITHER THE SE AND CHINA SPEAKERS DISCUSSED DIVISION ORGANIZATIONS IN DETAIL.

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1. To what degree do you feel that these four objectives were met?

I believe they accomplished the objectives.

2. Do you feel that the five-day coverage was adequate for your needs?

yes

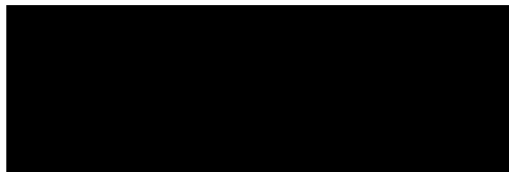
3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

No

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Critique: Clandestine Operations Orientation for DDS&T

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1. To what degree do you feel that these four objectives were met?

I feel that the course completely satisfied the stated objectives. The speakers were excellent and the presentations were both interesting and educational. In sum, I think it was a week well spent.

2. Do you feel that the five-day coverage was adequate for your needs?

Yes. I do not think that any of the topics could be reasonably deleted.

3. Were there any subjects which you feel were not pertinent?

The presentation given under the title "DDO & The Intelligence Community" did not speak to that subject. Otherwise, all other presentations were either directly useful or interesting as background.

4. Do you have any specific suggestions for improving the orientation?

Unless there is some security consideration involved, it would be useful to have a retention copy of the DDO organization charts.

5. *Also,*
I think that this orientation, or something close to it should be made available to all Agency non-DDO professionals.

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1. To what degree do you feel that these four objectives were met?

The first 3 objectives were met, probably due to the present reorganization #4 was not clearly defined.

2. Do you feel that the five-day coverage was adequate for your needs?

Yes.

3. Were there any subjects which you feel were not pertinent?

There was too much discussion on requirements. Or possibly the discussions were not directed as specifically as one would like.

4. Do you have any specific suggestions for improving the orientation? *The best*

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An illustrated (i.e. photograph, slide) presentation of case. # (maybe a fake one) which shows the buying of a requirement the search & exploitation of a human source and the evaluation of the info received.

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The Making of a Case Officer was excellent & most interesting. However it should be given earlier in the course — possibly before the discussion of the Field Station.

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1. To what degree do you feel that these four objectives were met?

all objectives were met

2. Do you feel that the five-day coverage was adequate for your needs?

more than adequate

3. Were there any subjects which you feel were not pertinent?

NO

4. Do you have any specific suggestions for improving the orientation?

Lectures may be the only way the course can be presented but ~~the course should be given to~~ ~~other way of presenting some~~ ~~subjects.~~ ~~other way of presenting some~~ ~~subjects.~~

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1. To what degree do you feel that these four objectives were met?

All four objectives were ^{met} to a satisfactory degree.

2. Do you feel that the five-day coverage was adequate for your needs?

Yes, just about the right length of time.

3. Were there any subjects which you feel were not pertinent?

See comments on the back of this sheet.

4. Do you have any specific suggestions for improving the orientation?

See comments on the back of this sheet.

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3. & 4. Too many of the speakers were from STAFF Groups as opposed to Ops Groups. Speakers from STAFF Groups tended to try to cover too much material in very general terms. If these speakers would pick one or two key points to present, and then present some very specific examples, their talks would be more interesting and have a greater impact on the class.

Overall this course met my need quite adequately.

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1. To what degree do you feel that these four objectives were met?

I have nothing for a degree comparison - I think I have a better understanding of "the", "how", "means" and "technique." And, probably am more apt to understand the capabilities, problems, and limitations.

2. Do you feel that the five-day coverage was adequate for your needs?

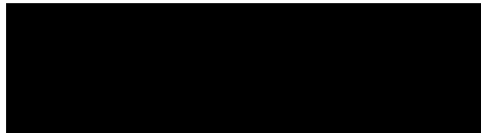
Not really from a production point of view (my production) and yes in dealing with the managerial portion or side of the house.

3. Were there any subjects which you feel were not pertinent?

Not pertinent to what? The subjects seemed related and pertinent to the course description. They were not always presented in an interesting manner or method.

4. Do you have any specific suggestions for improving the orientation?

If possible move visual aids



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1. To what degree do you feel that these four objectives were met?

All 4 were met

2. Do you feel that the five-day coverage was adequate for your needs?

yes

3. Were there any subjects which you feel were not pertinent?

Requirements & Evaluation Staff

4. Do you have any specific suggestions for improving the orientation?

I preferred the speakers who plainly stated they were not going to give operational info. to the ones who painfully talked around the subject.

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1. To what degree do you feel that these four objectives were met?

I feel that objectives 1 and 2 were thoroughly covered during the course. From the standpoint of increasing course interest, ~~the~~ objective 3 could have been expanded, by more presentations on agent ops from the other DDO area divisions. Objective 4 was well covered.

2. Do you feel that the five-day coverage was adequate for your needs?

Five days seemed quite adequate to accomplish the stated course objectives.

3. Were there any subjects which you feel were not pertinent?

Although they varied in their relative interest, all of the presentations seemed necessary to get a complete picture of DDO structure & activities.

4. Do you have any specific suggestions for improving the orientation?

Just the para 1 suggestion to expand on objective 3 coverage, by having presentations ~~from~~ the other DDO area divisions on their agent op activities.

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1. To what degree do you feel that these four objectives were met?

quite well

2. Do you feel that the five-day coverage was adequate for your needs?

yes

3. Were there any subjects which you feel were not pertinent?

no

4. Do you have any specific suggestions for improving the orientation?

I believe the orientation could be scheduled more efficiently — at least from the standpoint of those of us not located in Headquarters — by compressing it to 3½ days, providing 8 hours of lectures each full day and limiting lunch periods to ½ hour.

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1. To what degree do you feel that these four objectives were met?

~~Yes~~ to a high degree

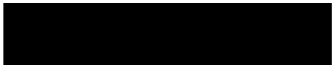
2. Do you feel that the five-day coverage was adequate for your needs?

no, I would have preferred to learn something of tradecraft and a bit more of actual operations.

3. Were there any subjects which you feel were not pertinent?

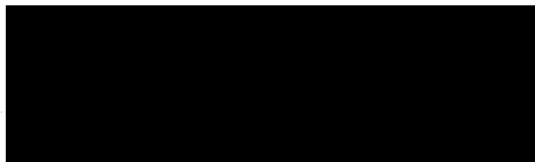
Of the 21 briefings I only found 10 of real interest. This does not mean that the other briefings were not well done - some were - however, I already was aware of the DDO's organization, reports process, requirements, etc.

4. Do you have any specific suggestions for improving the orientation?

1. Less emphasis on DDO organization and internal processes.
2. more tradecraft - perhaps even a field trip to 
3. better use of visual aids

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1. To what degree do you feel that these four objectives were met?

To a high degree

2. Do you feel that the five-day coverage was adequate for your needs?

Yes

3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

Courses on tradecraft would be interesting.

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1. To what degree do you feel that these four objectives were met?

Well met.

2. Do you feel that the five-day coverage was adequate for your needs?

Could be longer.

3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

Since OWI and OSI are no longer part of S&T the course should emphasize providing engineers an understanding of the problems faced by the onse officer and the current techniques used - more to the training, case studies, etc.

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1. To what degree do you feel that these four objectives were met?

Met successfully

2. Do you feel that the five-day coverage was adequate for your needs?

Yes but see # 4

3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

A handy tool would be printed handouts of the organization of the DDO and the charter or basic function of each. Also a contact phone number would be helpful. This would provide a ready reference when needed. Without names this handout would only be secret and not show anyone cover.

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1. To what degree do you feel that these four objectives were met?

1) excellent 2) excellent 3) excellent 4) poor to excellent (refer to # 3)

2. Do you feel that the five-day coverage was adequate for your needs?

Some parts could have been condensed, Fri morning lectures, and have ^{one} day last til 5:00 PM and the rest until 4:30, so that the class lasts 4 days, FT.

eg, Requirements Process.

3. Were there any subjects which you feel were not pertinent?

Not being an analyst, some of them were a bore! I was put off by those who came to use this ^{course} as a soapbox upon which to air their gripes, which to me, can be ~~not~~ nonproductive.

4. Do you have any specific suggestions for improving the orientation?

Integrate a technical slant, i.e. show where they do have technical needs and for what kind of operations.

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1. To what degree do you feel that these four objectives were met?

Moderate

2. Do you feel that the five-day coverage was adequate for your needs?

yes

3. Were there any subjects which you feel were not pertinent?

no

4. Do you have any specific suggestions for improving the orientation?

*with OSI/OWI now in DDI changes are necessary.
Another course with balanced DDO intelligence collection
i.e. political, economic, S&T will need to be designed.
more visual aids would improve the presentations.*

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1. To what degree do you feel that these four objectives were met?

Very well.

2. Do you feel that the five-day coverage was adequate for your needs?

Yes.

3. Were there any subjects which you feel were not pertinent?

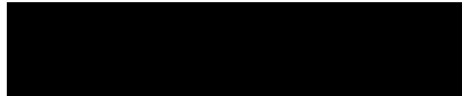
No.

4. Do you have any specific suggestions for improving the orientation?

All briefing boards should be large enough to be read from the back row.

Speakers names and phone numbers should be printed on the board if different from the program.

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A list of acronyms and abbreviations as well as DDO organization chart should be provided at the beginning of the course.

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1. To what degree do you feel that these four objectives were met?

THE SPEAKERS IN GENERAL COVERED THESE FOUR OBJECTIVES RELATIVELY IN THE MANNER EXPECTED.

2. Do you feel that the five-day coverage was adequate for your needs?

YES.

3. Were there any subjects which you feel were not pertinent?

NO.

4. Do you have any specific suggestions for improving the orientation?

NO


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1. To what degree do you feel that these four objectives were met?

The objectives of the course were met to a high degree.

2. Do you feel that the five-day coverage was adequate for your needs?

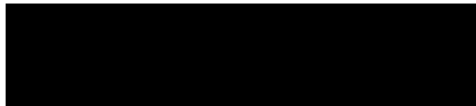
yes

3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

No



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1. To what degree do you feel that these four objectives were met?

Very well

2. Do you feel that the five-day coverage was adequate for your needs?

Yes

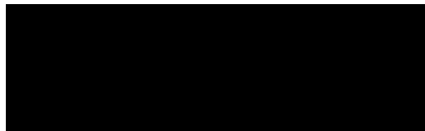
3. Were there any subjects which you feel were not pertinent?

No

4. Do you have any specific suggestions for improving the orientation?

*Perhaps it would be advantageous
to have more lecturers from the
working levels of various Area Desks*

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1. To what degree do you feel that these four objectives were met?

Successful

2. Do you feel that the five-day coverage was adequate for your needs?

Yes

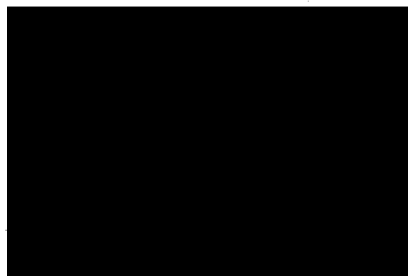
3. Were there any subjects which you feel were not pertinent?

no

4. Do you have any specific suggestions for improving the orientation?

no - pretty good

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1. To what degree do you feel that these four objectives were met?

The four objectives were met satisfactorily.

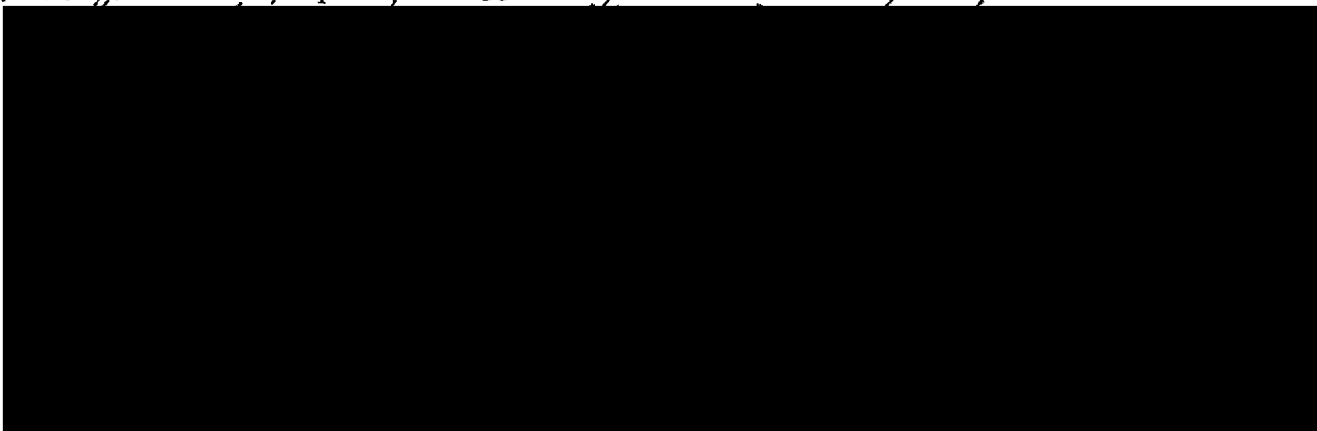
2. Do you feel that the five-day coverage was adequate for your needs?

yes.

3. Were there any subjects which you feel were not pertinent?

I felt that the Friday morning session could have been condensed into one perhaps two hour session. The opening programs could also be condensed.

4. Do you have any specific suggestions for improving the orientation?



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1. To what degree do you feel that these four objectives were met?

1, 3, AND 4 WERE WELL COVERED
2 WAS NOT COVERED TO THE EXTENT OF SATISFYING-
MOST PEOPLE OF TECHNICAL BACKGROUND

2. Do you feel that the five-day coverage was adequate for your needs?

ADEQUATE BUT SHOULD NOT BE LONGER

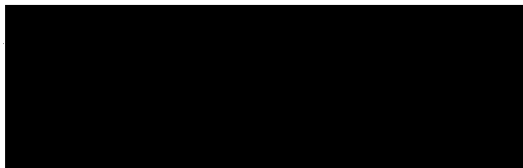
3. Were there any subjects which you feel were not pertinent?

EXPLICIT COORDINATION
THE REQUIREMENTS PROCESS

4. Do you have any specific suggestions for improving the orientation?

INSTEAD OF A DDO GENERAL ORIENTATION WHICH
IS COVERED IN OTHER COURSES (IWA, etc), THE COURSE
SHOULD PROVIDE MORE SUBSTANCE TO STRICTLY S&T
RELATIONSHIP TO DDO AND HOW THE TWO HELP EACH OTHER

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SCIENTIFIC AND TECHNICAL COLLECTION
ORIENTATION FOR DDO OFFICERS

2-9 JUNE 1976
HEADQUARTERS BUILDING
(1A13 2-4 JUNE/1A07 7-9 JUNE)

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E2 IMPDET
CL BY 017681

COORDINATORS:

OTR : [REDACTED] (3096)

DDS&T: [REDACTED] (6688)

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1. This six-day orientation is aimed at the specific needs of DDO officers who are involved in the collection of foreign scientific and technical intelligence. The objectives are:

a. To familiarize officers with collection responsibilities in the field of science and technology.

b. To highlight significant foreign scientific and technical capabilities.

c. To familiarize officers with the Agency organization for scientific and technical intelligence collection, gaps in collection, current requirements, and the range of existing and possible operational approaches available to attack the collection problem.

2. In order that officers may more readily recognize leads to fulfill S&T requirements, familiarization instruction will be offered in selected scientific disciplines, and will be taught fundamental principles and the identifying features and indicators associated with principal S&T intelligence targets. Lectures will be as non-technical as possible, using visual aids where appropriate.

3. The orientation also provides an opportunity for members of operating components within DDO to become acquainted with members of the DDS&T in order to facilitate future exchanges between case officers and specialists in the relevant S&T fields.

4. Students taking the course must have SI and T-KH clearances.


SECRET

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ADMINISTRATIVE — INTERNAL USE ONLY

13 August 1976

MEMORANDUM FOR: Chief, TSS
C/LTD
VIA : DD/OT
FROM : 
Orientation Coordinator
SUBJECT : DDO Orientation for DDS&T

STATINTL

1. Due to a conflict in schedule a change in course dates has been made. The DDO Orientation for DDS&T has been changed from 27 September - 1 October to 6 - 10 December 1976.
2. Please indicate the above in your Registration Statistics.

 STATINTL

Distribution:

0 & 1 - Adse
1 - C/LTD
1 - DD/OT
1 - LTD (EFM)

ADMINISTRATIVE — INTERNAL USE ONLY

3 August 1976

MEMORANDUM FOR: C/FTD/OTB

SUBJECT : DDO Orientation for DDS&T Personnel

25X1A 1. Per our phone conversation I have attached the last course report and schedule on the DDO Orientation for DDS&T officers. I also talked with [REDACTED] regarding this course and the following is the information gleaned from him:

a. The course originated about 10-12 years ago.

b. OTR manages course from administrative standpoint.

25X1A

c. OTR should contact DDS&T/TRO ([REDACTED]) and determine their requirements for course.

25X1A

d. OTR then contacts DDO/TRO ([REDACTED]) who will give us suggestions on possible speakers for the course. OTR contacts speakers for the course and sets up schedule.

25X1A

e. Number of participants: 30-35. If oversubscribed, contact [REDACTED] to determine selection process. Send a copy of Form 73 (Request for Training) to [REDACTED]

25X1A

f. Hank also told me ~~another~~ course which should not be confused with this one. I only mention it should it come up in any discussions or inquiries you should have. The DDS&T has a Career Training Program which includes a DDO Orientation in it. This is conducted at Headquarters and [REDACTED]

25X1A

2. Hank suggested that the following areas be included in this running of the course:

a. New DDO influences.

25X1A

b. Reorganization of Intelligence Community and Agency (possible speakers: [REDACTED])

25X1A

c. [REDACTED]

25X1A 3. I know both of the Training Officers involved in this course and have worked closely with the DDO/TRO office for the past few years. When Hank was coordinating the DDS&T program for DDO officers he introduced me to [REDACTED] and told him that I would be taking over his duties. I have since had occasion to talk with Don. If you so desire, I would be happy to coordinate this program. As you indicated perhaps [REDACTED] could participate in the course where [REDACTED] name appears on the schedule. If you need any additional information, I will be glad to assist.

25X1A

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